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STRENGTHENING OF SECURITY AND CO-OPERATION IN THE MEDITERRANEAN REGION

Letter dated 26 January 1990 from the Permanent Representative of Tunisia to the United Nations addressed to the Secretary-General

I have the honour to transmit to you herewith the final declaration adopted by the first regular session of the Presidential Council of the Arab Maghreb Union, held at Tunis from 24 t. 26 Jumada II A.H. 1410, corresponding to 21 to 23 January A.D. 1990.

I should be grateful if you would have the declaration circulated as a document of the General Assembly under the item entitled "Strengthening of security and co-operation in the Mediterranean region".

(Signed) Ahmed GHEZAL
Ambassador
Permanent Representative

ANNEX

Final declaration of the first regular session of the Presidential Council of the Arab Maghreb Union, held at Tunis from 21 to 23 January 1990

At the invitation of His Excellency Mr. Zine El Abidine Ben Ali, President of the Republic of Tunisia, and pursuant to articles 4 and 5 of the Treaty instituting the Arab Maghreb Union, the first regular session of the Presidential Council of the Arab Maghreb Union was held at Tunis, Republic of Tunisia, from 24 to 26 Jumada II A.H. 1410 (1399 from the death of the Prophet), corresponding to 21 to 23 January A.D. 1990, and was attended by Their Majesties and Their Excellencies:

King Hassan II of Morocco;

President Zine El Abidine Ben Ali of the Republic of Tunisia;

President Chadli Bendjedid of the People's Democratic Republic of Algeria;

and Colonel Muammar Qaddafi, leader of the great 1 September revolution, of the great Socialist People's Libyan Arab Jamahiriya.

The meeting was also attended by His Excellency Commandant Cheikh Sid' Ahmed Ould Baba, member of the Military Committee for National Salvation and Minister for Foreign Affairs and Co-operation, representing His Excellency Colonel Maawiya Ould Sid' Ahmed Taya, Chairman of the Military Committee for National Salvation and Head of State of the Islamic Republic of Mauritania.

The session was opened by His Majesty King Hassan II with an address in which he expressed deep gratitude to President Zine El Abidine Ben Ali and to the Tunisian people for their warm reception and kind hospitality and reviewed the broad outlines of the activities of the Union and the progress made in establishing its structures and in joint Maghreb action.

His Excellency Mr. Zine El Abidine Ben Ali, President of the Republic of Tunisia and Chairman of the Union, gave an address in which he welcomed his fellow Arab Maghreb leaders and commended the sustained efforts made by His Majesty King Hassan II during his term of office as Chairman of the Union, praising the worthy achievements of that period in various fields, stressing that one and all were prompted, by a strong and determined political will, to proceed forward on the road of solidarity and integration, and justifying the continued efforts that awaited the Union in the coming phase in realizing the aspirations of the fraternal Maghreb peoples.

The Presidential Council studied the progress being made in the development of the Union, welcomed the entry into force of the Treaty, following its ratification by the constitutional institutions of the member States, and took note of the establishment of the organs of the Union.

The Presidential Council examined the report submitted to it by the Council of Foreign Ministers of the Union following its preparatory meeting held at Tunis on 15 and 16 Jumada II A.H. 1410 (1399 from the death of the Prophet), corresponding to 12 and 13 January A.D. 1990, and, with respect to the matters set forth hereunder, decided as follows:

I. Structures

(a) To approve an increase from 10 to 20 from each State, in the number of members of the Consultative Council and the necessary amendment to that effect to the Treaty instituting the Union.

(b) To approve the formation of four specialized Ministerial Committees, namely a Food Security Committee, an Economic and Financial Committee, an Infrastructure Committee and a Human Resources Committee, and to adopt the proposed calendar of conferences for those committees, as follows:

Human Resources Committee: Tunisia; February 1990

Economic and Financial Committee: Algeria; beginning of March 1990

Food Security Committee: Morocco; February 1990

Infrastructure Committee: Libyan Arab Jamahiriya; March 1990

Ministers of the Interior: Nouakchott; March 1990

(c) To approve the setting up of a permanent secretariat for the Union to be established by the Presidential Council, which would determine its seat, establish its terms of reference and appoint its Secretary-General.

(d) To invite the Judicial Organ to hold its inaugural, constituent meeting at Tunis as soon as possible.

(e) To approve the establishment of a periodic schedule for the convening of the Presidential Council.

(f) To invite Ministers for Foreign Affairs and Ministers of Defence to meet for the purpose of elaborating a framework for co-ordination and co-operation in the field of defence and to submit a report thereon to the Presidential Council at its next session.

II. Plan of execution

The Presidential Council endorsed the proposals made with regard to the programme of work and plan of execution and charged the organs of the Union with their implementation.

III. The Presidential Council studied the proposals made with a view to promoting co-operation between the Arab Maghreb Union, the Co-operation Council for the Arab States of the Gulf and the Arab Co-operation Council.

In its belief in the common destiny and bonds of kinship uniting the Arab nation, and in its commitment to the Pact of the League of Arab States, the Presidential Council urged the organs of the Union to strengthen relations of co-operation in all fields and to consult with the regional groupings in question within the framework of the League of Arab States in order to achieve the common goals of integration and unity. The Presidential Council further sanctioned the bilateral and collective measures for Arab unity being taken in the Arab world, which it considered a preliminary step towards full Arab unity, and, in that connection, it affirmed its support for the measures for unity adopted by the two parts of Yemen.

In its conviction that a fully developed Maghreb entity would enable the States of the Union to promote joint action with other fraternal African countries for the progress and prosperity of the African continent, the Council urged the establishment of closer relations with regional African groupings similar to the Union and the promotion of dialogue and increased consultation between the organs of the Union and those of the regional groupings in question so as to strengthen African solidarity and bolster joint efforts for development, progress and peace.

The Presidential Council considered future relations between the Union and the European economic groupings, in particular the European Economic Community, given the socio-cultural linkage between the States of the Union and those groupings and in the light of the Council's conviction that there was a need for action to promote security, peace and co-operation in the region and to establish relations of equality in the interests of its peoples.

The Presidential Council expressed its deep concern at the situation of the Maghreb emigrant community and for its future in the countries of the European Economic Community, and it instructed the Council of Foreign Ministers to monitor that situation, to take the necessary measures to preserve the identity, rights and interests of that community and to submit a report on the matter to the Presidential Council at its next session.

The Presidential Council further entrusted the organs of the Union with the task of examining relations with other regional groupings and elaborating appropriate schemes for dialogue with them.

IV. The question of Palestine

The Presidential Council carefully reviewed the situation in Palestine, recalling the resolutions adopted by the Arab Summit Conferences, particularly those held at Algiers and Casablanca, on the question of Palestine, and it expressed its admiration for the heroic struggle being waged by all classes of the Palestinian people within the occupied territory. It hailed the valiant intifadah, which had entered its third year stronger and more defiant than ever and had thereby merited world recognition of the legitimacy of the Palestinian cause and of

READEX FICHE

the right of the Palestinian people to exercise self-determination and to establish an independent State in its own land under the leadership of its sole legitimate representative, the Palestine Liberation Organization.

The Council, in expressing its support for the blessed intifidah until such time as it achieves its goals, called upon the international community to take action to halt the repressive Israeli practices and to enforce respect for international covenants and treaties and the observance of the human rights persistently violated by the Zionist entity. The Council affirmed its support for the convening of the International Peace Conference on the Middle East, under the auspices of the United Nations and with the participation of the permanent members of the Security Council and all the parties concerned, on an equal footing, including the Palestine Liberation Organization, in order to devise a permanent and comprehensive solution to the Palestine issue.

V. The situation in Lebanon

The Council considered the question of Lebanon and commended the national reconciliation agreement, which had laid the appropriate foundation for advancing the issue towards a desirable solution, expressing its pride in the positive role played by the States of the Union in that respect and in the sustained efforts made by the Custodian of the Two Holy Mosques, King Fahd Bin Abdul-Aziz Al Saud, His Majesty King Hassan II and His Excellency Mr. Chadli Bendjedid in the framework of the High-level Arab Committee, which efforts had resulted in the firm establishment of constitutional legitimacy in Lebanon.

The Council further stressed its support for His Excellency Mr. Elias Hrawi, President of the Lebanese Republic, and for the Government of National Reconciliation in their endeavour to safeguard Lebanon's unity and Arab character, its territorial integrity and the extension of its sovereignty to all of its national soil, and it urged the international community to promote constitutional legitimacy in Lebanon and assist the efforts of the High-level Arab Committee on the basis of the national reconciliation agreement.

VI. The situation between Iraq and Iran

The Council reviewed the situation between Iraq and Iran and the stage reached in the negotiations between the two countries under the auspices of the United Nations. In commending the efforts made by the Secretary-General in that regard, it reaffirmed its support for Security Council resolution 598 (1987) as the basis for a just and durable solution and the establishment of peace between these two Muslim peoples.

VII. Namibia and South Africa

The Presidential Council discussed recent developments in South Africa and noted with satisfaction the exercise by the Namibian people of its legitimate right to self-determination and its imminent elevation to the rank of an independent State, affirming, at the same time, its active support for the struggle of the peoples of South Africa for the removal of the hateful régime of racial discrimination and the establishment of majority rule.

VIII. Indebtedness and development

The Council studied the question of indebtedness and its serious repercussions on the economies of the States of the Union, of Africa and of the third world in general. In expressing its concern at the aggravation of that phenomenon, which perpetuates the gap between wealthy countries and developing countries, it welcomed all the efforts made, particularly those within the United Nations framework, to mitigate the burdens and establish a new international economic order characterized by justice and providing the means for balanced development.

IX. International changes

The Council followed with great interest the developments taking place in international relations and the resulting profound changes in the balance of power. While heralding international détente and the moderation of the policy of blocs and axes that these changes imply, it considered that such changes make Maghreb solidarity even more pressing and more assured so that the ability of the States of the Union to confront major challenges can be enhanced, and it expressed the hope that détente will assist in justly resolving the issues of peace and development in the world.

X. Political consultation

Proceeding from the principles laid down in the Treaty instituting the Arab Maghreb Union and in view of the importance of the above-mentioned topics and the need to monitor developments relating thereto, the Presidential Council decided to step up political dialogue among the States of the Union and instructed the Council of Foreign Ministers to monitor all international issues of common interest and to consult and co-ordinate thereon.

XI. The Council expressed its sense of gratitude and appreciation to His Excellency President Zine El Abidine Ben Ali and to the Government and people of Tunisia for their kind hospitality and warm reception, for their able organization of the session of the Presidential Council and for providing the necessary means for the success of its work.

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ELIMINATION OF ALL FORMS OF RACIAL
DISCRIMINATION
PEACEFUL SETTLEMENT OF DISPUTES
BETWEEN STATES

SECURITY COUNCIL
Forty-fifth year

Letter dated 7 February 1990 from the Permanent Representative of Albania to the United Nations addressed to the Secretary-General

I have the honour to transmit to you a copy of the telegram dated 2 February 1990 that the Minister of Foreign Affairs of the People's Socialist Republic of Albania, Reis Malile, has sent to you concerning the tragic events in Kosova (Yugoslavia).

I should be grateful if you would have this letter and the annex distributed to the States Members of the United Nations as an official document of the General Assembly, under the items entitled "Elimination of all forms of racial discrimination" and "Peaceful settlement of disputes between States", and of the Security Council, as requested in the above-mentioned letter.

(Signed) Bashkim PITARKA
Permanent Representative of the
People's Socialist Republic of
Albania to the United Nations

ANNEX

Telegram dated 2 February 1990 from the Minister for Foreign Affairs of Albania addressed to the Secretary-General

Permit me to draw your attention to the tragic events that are currently taking place in Kosova, Yugoslavia, which is inhabited mainly by Albanians. The police forces of Yugoslavia are firing on the innocent population, killing and wounding a large number of people, including women and children. This has aroused the indignation and deep resentment of the Albanian people. I have already mentioned the grave situation created in Kosova at the forty-fourth session of the General Assembly. International opinion had hoped that Belgrade would adopt measures to stabilize the situation in the province in question, but, unfortunately, it has worsened and been further exacerbated. This development involves dangers not only for Kosova and Yugoslavia but also for the cause of peace and security in the region. It is the task of the United Nations, in accordance with its Charter, to raise its voice and call for an end to the violence, police terror and murders. In our opinion, the only way to reach a solution of the problems of Kosova is through dialogue, respect for the rights of Albanians and their equality with all the other peoples and nations of Yugoslavia.

I appreciate your well-known commitment in the matter of human and minority rights and to the cause of international peace and security, and I express my conviction that you will not spare your noble efforts in ensuring the establishment of justice and peaceful and democratic life in Kosova. I request that you circulate this letter to all Member States as a document of the United Nations.

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CO-OPERATION BETWEEN THE UNITED NATIONS
AND THE ORGANIZATION OF THE ISLAMIC
CONFERENCE
QUESTION OF PALESTINE

SECURITY COUNCIL
Forty-fifth year

Letter dated 7 February 1990 from the Chargé d'affaires a.i. of the Permanent Mission of Kuwait to the United Nations addressed to the Secretary-General

I have the honour to enclose herewith the text of a statement made by His Highness Sheikh Jaber Al Ahmad Al Sabah, Emir of the State of Kuwait and Chairman of the Fifth Summit of the Organization of the Islamic Conference, on the occasion of the twentieth anniversary of the establishment of that organization (see annex).

I should appreciate if you would circulate the text of the present letter and its annex as an official document of the General Assembly, under the items entitled "Co-operation between the United Nations and the Organization of the Islamic Conference" and "Question of Palestine", and of the Security Council.

(Signed) Mohammad AL SALLAL
Chargé d'affaires a.i.

ANNEX

Statement of 7 February 1990 made by the Emir of the State of Kuwait on the occasion of the twentieth anniversary of the establishment of the Organization of the Islamic Conference

In the name of Allah, the Compassionate, the Merciful,
Praise be to Allah, the Lord of the Worlds, Prayers
and Peace be upon the Prophet Mohamed and his Brothers,
the Messengers of God, and all his kins and companions

I send my greetings to you on an occasion we all cherish; it is the twentieth anniversary of the establishment of the Organization of the Islamic Conference (OIC), which came for the first time in the modern age to give shape to the hope of nations in the Moslem world for methodical co-operation towards overall Islamic development and positive participation in the global civilizational progress.

The people and Government of Kuwait, as well as myself, send our greetings to our brothers, the Heads of Moslem States and to their peoples and Governments, and to all our Moslem brothers living all over the globe, and to every champion of benevolence, praying that God the sublime would retain for us the virtue of faithfulness and good deeds.

There were past efforts that preceded and paved the way for the establishment of OIC. On behalf of the organization and from my position of responsibility as Chairman of the Fifth Summit, I should like to express my thanks and appreciation to those who undertook those attempts. I pray to God the Almighty to bestow His ample compassion on those of them, as well as those contributors to the foundation of the organization, who passed away, and to bless the lives and endeavours of those who pursued their work and shoulder with us the responsibility, and whoever joins in this blessed procession. He is the Merciful Providence.

From the very outset, the establishment of OIC has been associated with Al-Aqsa Mosque, which was then the target of a heinous act of arson perpetrated by an Israeli.

This blessed Mosque has sustained several assaults through excavations and diggings by those in search of the so-called relics of Solomon's Temple, but whose ultimate goal is to cause the Mosque's walls and foundations to crack and wind up collapsing so that they may then erect their temple in its place. OIC took the initiative and protested the Israeli aggression, which was not confined to Moslem sanctuaries, but also went further to desecrate and intrude on Christian ones. Meanwhile, the Israeli repression has grown more fierce against the valiant intifadah, which is entering its third year with absolute steadfastness and perseverance.

At a time when world conscience has become more mindful of the Palestinian right and more desirous of positive steps towards its fulfilment and towards helping the Palestinians attain their legitimate hopes for the establishment of their independent state on their territory, we were taken by surprise with the uncovering of the most dangerous anti-Palestinian decision jointly taken by the two super-Powers and with which they are dropping the curtain on the twentieth century.

A flood of Jewish immigrants numbering up to 1 million is gushing out of the Union of Soviet Socialist Republics and flowing under the banners of human rights and freedom of residence. The banks between which this flood is flowing were delineated by the revised immigration laws in the United States of America and European countries, so that it winds up in Palestine whose Arab inhabitants would in turn have no alternative but to exit to diaspora or be drowned.

The makers of that decision speak of the Jew's right to immigrate from wherever he wishes to wherever he desires to settle, but they don't speak of the Arab's right to his home and to the land of his fathers.

This is how human rights have for them become a word of rightness by which the contrary is intended. And there could be nothing more unrightful than this occupation through settlements, which tries to uproot an entire people from their land and have it inhabited by aliens extrinsic to the soil and tongue, who have not a link to the land of Palestine that the world could sense.

We are still hopeful that those who produced the Soviet-Jewish immigration, and helped direct it towards Palestine, will, taking into consideration the Arab right, reconsider that decision.

OIC bears the perpetual responsibility of improving the image of Islam in the contemporary world. This image has a national level and a global one. On the national level, we insist on the complete respect for the independence of each member State in the organization and its right to choose the system with which it wants to live. And we believe that Islam calls upon us to reinforce national devotion in each member State in OIC; a devotion that unites its people, one that is based upon consultation and dialogue, science and work, and that rises above all sectarian, ethnic and denominational propensities and welcomes the intellectual movement that promotes progress so that Moslem life may flourish further.

The Moslem world combines diverse political and economic systems; this diversity is one of the most prominent features in the present age. Given this fact on the comprehensive Islamic level, we have to prevail upon the member States until all requirements of peace and neighbourliness are met. We believe that mending bridges among Moslems is an inevitability, while desistance from preserving and utilizing them is destructive to the spirit of the age and Islam. These bridges, illuminated by brotherhood, are the crossings towards the desired Moslem progress.

From this horizon we are looking forward to a near future where all the provisions of Security Council resolution 598 (1987) are implemented, both in letter and spirit, between the two neighbours Iraq and Iran, and where Lebanon's

legitimacy is stabilized, and Afghanistan's people have come to agree to the peac that is based upon pillars of faith and reconstruction.

We are required to respond to the voice of rightness that calls for co-operation, to the voice of reality that imposes responsibilities to which we a duty-bound and to the voice of the future that demands our planning and construction.

The "development of the Moslem individual" is a permanent responsibility in which both the national and global levels interact. This development basically derives inspiration from the Holy Koran and the hallowed Sunna of the Prophet, utilizes the Islamic heritage and the accomplishments of modern science and aspir for greater participation in the march of world civilization. This requires us t review the curricula of education and information programmes that affect the perception of the new generation, so that the positive aspects of Islam are stressed, the causes of animosity and dispute removed, and the seeds of brotherho planted instead.

The organs of OIC are invited to formulate this noble objective in the conte of an overall plan that would bring together nations and generations of the Mosle world.

We should like to see co-operation augmented among Moslem scholars, interacting with the efforts by men of culture and poets to spell out the goals a hopes of Islam and the desires of the new generation.

The dialogue of cultures is an important part of the activities of the age a in it Islam has an established role. That role must be centred upon the vigour o Islam in the hearts of its followers, on its fertile practices in their lives, it illumination of their future and its dealing with the facts of life, instead of being limited to the memories and glories of history. As Moslems, we are invited to co-operate to display Islam appropriately and objectively on the international scene, so that all ambiguities are removed in a world that emphasizes plurality a coexistence.

The message of divine compassion comes across to humankind through a happy smile on a child's face or a look of relief on the face of the poor whose distres has ceased, or the wronged whose right has been recovered. There are millions of our brothers and children whose smiles have long disappeared from their faces. They experience hardships in earning their living, and nothing has remained in th prospects of their lives but a flash of hope in the human fraternity stemming fro those kind hearts that believe in the dignity of man whose rights they take as a guiding light for the path. Our kins are most worthy of our beneficence.

Out of faith in God the Almighty, OIC has undertaken from the outset the advocation of human rights. We hope to find our path to the future guided by the light of faith and the need to preserve man's dignity.

To conclude my statement, I turn to God the Almighty to thank Him for what He bestowed and granted to us. Upon Him we rely and from His Providence we derive our existence. We ask Him to help us attain what we aspire to and to grant the Moslems and all humanity the opportunity of reliving such good occasions with a greater sense of fraternity, understanding, co-operation and accomplishment.

God the Almighty is the light of faith, knowledge and our path. He is the light of heaven and earth.

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JOINT INSPECTION UNIT

Human resource development through technical co-operation

Note by the Secretary-General

The Secretary-General has the honour to transmit to the members of the General Assembly the report of the Joint Inspection Unit entitled "Human resource development through technical co-operation" (JIU/REP/89/10).

JIU/REP/89/10

Geneva, August 1989

HUMAN RESOURCE DEVELOPMENT THROUGH TECHNICAL CO-OPERATION

Prepared by

Kahono Martohadinegoro

and

Norman Williams

JOINT INSPECTION UNIT

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I. INTRODUCTION

1 . The United Nations Educational, Scientific and Cultural Organization (UNESCO), one of the participating organizations of the Joint Inspection Unit, requested the Unit to include in its work programme a study on Human Resource Development through Technical Co-operation.

2 . Human resource development has drawn wide and increasing attention throughout the United Nations system in recent years. All the specialized agencies have accordingly given concrete effect to this interest by placing greater emphasis in their programmes of work on such areas as education, training and the improvement of skills in general. This sharpened focus is aimed at contributing to the betterment of trainees, fellows and participants in these programmes which cover a broad range of human, economic and social activity.

Presentation of the objective of the report, some notations on the methodology used, and the conclusions that should be arrived at.

3 . A careful assessment of the available documentation on human resource development undertaken by the specialized agencies reveals two interesting features. Firstly, that there is a similarity of problems encountered by these agencies in the implementation of their programmes; and, secondly, that such a situation has been caused mainly by an inadequate degree of parallel or co-ordinative activities being undertaken in that area. Proceeding from those observations, the Inspectors opted for an approach of preparing an inventory of activities of a number of specialized agencies, and analyzed them from their organizational, financial and administrative structure to draw some conclusions which could be then used as basis for reflection.

4 . The Inspectors, throughout the conduct of the study, gained a clearer insight into the important role which the United Nations, the specialized agencies and other chief players in this arena of world affairs are contributing towards human resource development.

5 . The Inspectors are grateful to all the parties who collaborated in the preparation and provision of the pertinent material made available, permitting them to present this report.

II. HUMAN RESOURCE DEVELOPMENT THROUGH TECHNICAL CO-OPERATION IN THE UNITED NATIONS SYSTEM

6 . Notwithstanding the abundance of studies attempting to demonstrate the contribution of human resource development to the overall development process particularly in the developing countries, there remains however, a dearth of evidence that can provide a sound basis for a comprehensive analysis of human resource development. Hence, our knowledge and understanding of the fundamental underlying relationships between human resource development and social and economic development, and of the very strong interactions among the several components of human resource development, is still inadequate. Accordingly, the need for further policy-oriented research in this area is increasingly recognized. In the absence of such a coherent body of research, what has been attempted in this report is to obtain some insights through the juxtaposition of information on the activities of various organizations of the United Nations system in supporting the efforts of the developing countries in the field of human resource development.

Essentially the focus of the activities of the United Nations system in human resource development is on developing knowledge, training, and improving the skills of nationals of developing countries based on decisions of the respective governing bodies and undertaken in the light of the trained manpower needs of these countries.

7 . Essentially the focus of their activities is on developing knowledge, training and improving the skills of nationals of developing countries which are based on decisions of the respective governing bodies and undertaken in light of the trained manpower needs of these countries. In this connection, it may be recalled as still valid the statement of Mr. Bradford Morse, former UNDP Administrator, at the North-South Round Table in Salzburg, September 1986: "The one sure road to human resource development is through technical co-operation, though maligned as it is, any investment in training and human knowledge is the greatest of investments for developing countries".

8 . The information contained in the successive sections of this Chapter suggest that human resource development has always been a major consideration in all development programmes of the Organizations within the United Nations system. All the activities of the United Nations system in the economic and social field are in the final analysis a contribution to the development of human resources. As far as developing knowledge, training and improving skills are concerned, they are being performed through technical co-operation of the United Nations system covering the whole gamut of the System's field activities. In effect almost each technical co-operation project has a training component.

9 . To determine precisely which activities are specifically human resource development in the various projects undertaken by the agencies is a difficult task, given the nature of the training component in those

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projects that form an integral part of them; moreover the variants presented when one has to identify human resource development elements, are very diversified making the separation of equipment, experts and consultants, advisory roles vis-à-vis counterpart formation a very difficult task.

10 . One of the main conclusions which emerges from a general analysis of the information available is that there is no established mechanism within the system for co-ordinating the programmes of different agencies which can ensure coherence among various programmes. As human resource development is dependent on so many factors, it would be a gross mistake to minimize the influence of the strong relationships among the various programmes both on the formulation of plans and the analysis of human resource development itself as well. Consequently, it is essential to take into account this important aspect of co-ordination in order to avoid a fragmented system. Otherwise, the improvements made by the United Nations system would have for the most part only a marginal effect which obviously would lead to a waste of its scarce financial resources.

A. United Nations Development Programme

11 . In the overall make-up of UNDP, the concept of human resource development tends to go beyond the basic educational and training aspects as the only avenue of enhancing the participants' skills in their various fields of endeavours. It challenges the tapping of human energies in all areas giving it a very broad dimension. Areas such as health, nutrition, family planning, youth mobilization etc. are covered by UNDP's concerns. Special emphasis is made on the participation of women in all sectors of the development process, focusing more attention than before on this population group. This approach gives way to a wider project component in some training cases, which necessarily obliges innovative types of approach such as continuous on-the-job training, and in special cases, overseas training in specialized institutions.

There are large numbers of projects being administered by UNDP and mostly all have some specific element of training, whether this is done teaching locals, on-the-job training or attending seminars, etc.

12 . AT UNDP, the organizational structure of human resource development takes on added dimensions because of the necessity of programming, upgrading and preparing the human factor. UNDP supplies the tools once the need and objectives are identified. The appraising and evaluation of the training component of the various projects are UNDP's responsibility. There is an element of continued monitoring to ascertain the impact of the programmes.

13 . The administration of this resource at UNDP is fundamentally undertaken at all departmental levels, especially where the allocation of resources, decision of programme implementation and the regular administration of UNDP daily routine is carried out.

HRD at UNDP has a broader meaning - development with the human dimension as the focal point. The incorporation of all population groups, especially women and youth is underlined.

14 . At UNDP all training resources are from UNDP-administered funds which include the Indicative Planning Figures (IPFs), special funds such as the Special Measures Fund for Least Developed Countries, and cost-sharing contributions from governments or third parties such as bilateral donor nations providing direct support to the project or programme activities.

15 . Out of a total of $4,062,421,652 in UNDP resources budgeted during the years 1980-1987 inclusive, $453,298,441 (approximately 11 per cent) were allocated for training purposes. This does not include, of course, on-the-job training provided by project personnel, both international and national, in the course of their work under UNDP-financed activities, or for equipment used for training purposes.

16 . Of the above total budget during the years under review (1980-87), $426,646,326 (approximately 8.5 per cent) was budgeted in the Education Sector and the Skills Development Subsector. Under the ACC classification, the Education Sector includes subsectors relating to Education, Education Policy and Planning, Educational Facilities and Technology, Educational System, and Non-Formal Education. Skills Development is a subsector of Employment and covers technical and vocational training.

The administration is carried out routinely by UNDP. There is no specific department, for HRD and all matters pertaining to this activity are done exclusively by substantive units.

Table 1. Budget Allocations in two major sectors during 1980-87.
(Millions of U. S. Dollars)

	Education Sector	Skill Development Sector
Project personnel	116,906,960	73,417,947
Subcontracts	15,032,257	4,916,274
Training	43,439,478	16,540,028
Equipment	43,052,892	19,539,842
Miscellaneous	64,313,238	29,487,410
	282,744,825	143,901,501
GRAND TOTAL		426,646,326

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17 . The amounts budgeted for the major human resource development components out of the total allocated for training purposes in all sectors ($453,298,441 as indicated above) were from 1980-87 $277,443,398 for fellowships, $136,893,146 for group training, $21,501,656 for in-service training, plus a balance of $17,460,241 which reflects adjustments from prior years (including the 1980 budgeted amounts).

More than 11 per cent of UNDP's resource go towards human resources development - up to 1987 $426,646,326 went to the Evaluation and Skills Section. The additional amounts pointed out in para. 16 went to other forms of HRD.

18 . UNDP-supported projects are continuously monitored and periodically evaluated with respect to their particular objectives. While projects often include human resource development goals, education and training components, no general, meaningful statement can be made to the achievement of human resource development goals as such. UNDP is, however, in the process of determining how it can assist governments more effectively in pursuing human resource development objectives. A paper prepared by UNDP on this subject was discussed at the June 1986 session of the Governing Council and contributed to the identification of certain programme targets in this area for the future. The most recent major thematic evaluation of a human resource development is the evaluation done jointly with ILO (1985).

19 . It is the executing agency which is responsible for monitoring the fellows' progress, and receives periodic and final reports from individual trainees. The UNDP Resident Representative has an overall responsibility for general monitoring of the implementation of the training programme. A tracer system initiated by the project management team and the Resident Representative is used to keep track of returning fellows in order to provide necessary feedback which is important in the planning of future training activities.

UNDP evaluates human resource development in several ways, notwithstanding the limited scope of its authority. This is a basic function of the executing agencies, nevertheless follow-ups and constant monitoring of fellows and trainees by UNDP's Resident Representatives, add an element of assured evaluation.

20 . In view of the wide variety of training activities in various sectors UNDP found it difficult to draw generalized conclusions, except to indicate the importance of improved co-ordination by government and donors of training activities in order to reduce duplication and waste. In particular, a more co-ordinated training effort could strengthen national and regional training institutions, instead of the present tendency to base emphasis on training in established institutions in developed countries. UNDP has also stressed in the last three years the human dimension as an important element in development at all phases.

21 . UNDP performs in-depth evaluation for joint projects and follows up on projects with substantial human resource development components .

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B. United Nations Department of Technical Co-operation for Development

22 . UN/DTCD has been involved in and has given priority to national personnel at the grassroots level providing practical training, for example, in the field of hydrological resources, mineral and energy resources, and also in the area of integrated rural development. Training of senior and junior staff, specialists/ engineers, technicians, has also been carried out through academic training at the university level as well as on-the-job training (practical training). For a typical year, 3,300 awards are granted, of which 50 per cent are for university studies and 50 per cent for practical training. (3,345 for 1980; 3531 for 1981; 2728 for 1982; 3,242 for 1983; 3634 for 1984; 3,670 for 1985; 3,818 for 1986 and 3,773 for 1987).

Yearly over 3000 awards are granted to pursue academic and professional studies, through university level and other type of specialized training.

23 . UN/LTCD's training and fellowship programmes are centrally managed at Headquarters.

24 . Based on the project document, the substantive division at Headquarters assigns projects to the respective team/designated officer for technical and management backstopping. Project management involving recruitment of experts, fellowship training, study tours, purchase of equipment, etc. is carried out in co-operation with the respective units of the Technical Assistance Recruitment and Administrative Service in the Programme Support Division.

Continuous monitoring of awards and evaluation of achievements is a salient feature in this department.

25 . Projects in the area of training, civil service reform, organization and management, etc. are assigned to the Public Administration Systems and Training Branch within the Development Administration Division. Subsequently, individual projects are assigned to teams/staff members/technical advisers within the Branch.

26 . Monitoring by UN/DTCD is undertaken through progress reports during the tenure of a fellow's award, final report at the conclusion of his/her training programme and before returning home, and post-fellowship questionnaire six-months after his/her return home. Tripartite reviews are the prevailing form of evaluation exercise in UN/DTCD.

27 . As a result of evaluations, several suggestions are under consideration for improvement of training programmes, including design of fellowship programmes in conjunction with development programmes in general.

28 . In addition, DTCD intends to increase use of modules and packages prepared for Governments, as well as to improve follow-up and evaluation of programmes.

C. United Nations Population Fund

29 . Most of the projects that UNFPA supports have some components which either directly or indirectly deal with human resource development. As such, it is very difficult to provide information on the exact nature or scope of such assistance, since very often that area constitutes part of another budgetary activity; for example, in many projects UNFPA supports the services of experts, consultants and project directors. Part of each of these persons' work may relate to the training or educational programmes directed at the national staff, whereas some of their time may be spent on administrative responsibilities or delivery of services. The same can be said in relation to some equipment. It is not easy to identify what equipment or what percentage of specific equipment was spent on human resource development activities, and what percentage on other aspects of a total project.

All project activity execution of UNFPA is geared to human resource development. There is no yardstick to measure what percentage of projects are training only.

30 . UNFPA human resource development activities represent, in financial terms, about 18.7 per cent of its total assistance and mainly consist of fellowships, seminars/workshops, meetings, study tours, courses and other forms of training.

31 . The amounts of the budgetary assistance provided to items related to human resource development at UNFPA suggest that around US$138,226,000 was spent on human resource development in 1980-1985. About US$46,6 million (33.7 per cent) was spent on equipment. Fellowships was the second largest item in human resource development expenditures - US$28,2 million (20.4 per cent), followed by seminars, US$25.7 million (18.6) per cent and courses - US$15,7 million (11.4 per cent). In 1986 and 1987 some US$16.3 and US$17.3 million (US$33.6 million) were spent on training. Around 32.3 per cent of allocated resources were for human resource development; fellowships, seminars and equipment, followed in order of expenditure of allocated resources, represented US$18.9 and US$20.6 million (US$39.5), i.e., 18.7 per cent and 19.2 per cent (37.9 per cent).

D. Regional Commissions

32 . All of the Regional Economic Commissions are significantly involved in human resource development. However, ESCAP seems to be the first Commission of the United Nations to successfully initiate a regional action plan in this area. The adoption of an action plan for the upgrading of skills and productivity of the region's vast

human resources and improving the region's technological capabilities. This approach bears some similarity to the ACC's proposal that the International Development Strategy for the Fourth United Nations Development Decade should focus its emphasis on human resource development and the elimination of poverty, which is also an ongoing ESCAP priority.

33 . These challenges led to a consensus that human resource development needs to be addressed through comprehensive planning, instead of haphazardly with each individual aspect, if the region's three billion people are not to become a crippling liability. The ESCAP Plan of Action embodied the fact that only a comprehensive approach can ensure adequate social progress to bring about the many overdue changes, reforms, and improvements needed to prevent the continued success of growth itself from being jeopardized

ESCAP has addressed human resource development and its technological, social and employment aspects, at its sessions in 1986, 1987 and again in 1988 when it produced the Jakarta Plan of Action on HRD.

34 . The Jakarta Plan of Action, adopted at ESCAP's 44th annual session, is essentially a flexible as well as comprehensive policy guideline for balancing social and economic development. Containing 33 broad policy recommendations and 106 specific proposals of action, the Jakarta Plan focuses on the region's key problems of human resource development pertaining to employment and manpower, science and technology, and quality of life. Its main aims are to assist the region in preparing to cope with looming massive unemployment, to help the region's developing countries take advantage of advances in science and technology, and to accelerate improvements in the region's standard of living.

35 . ESCAP's Secretariat provided extensive research for the Commission's in-depth deliberations in 1986 and 1987 on the technological and social aspects of human resource development. To support the Jakarta Plan's primarily national-level implementation, ESCAP's Secretariat has taken immediate steps, examining the human resource development content of each programme at the activity level and classifying those identified as either core or supplementary human resource development activities.

E. International Atomic Energy Agency

36 . IAEA's mandate is to accelerate and enlarge the contribution of atomic energy to peace. Statutorily, it encourages the exchange and training of scientists and experts with the aim of transferring knowledge and technology so that countries may make use of nuclear

techniques to assist national development. The IAEA is empowered to provide expert services and equipment in support of this activity, and is required to show due consideration for the needs of the developing areas of the world. The fields of application include the use of isotopes and radiation in agriculture, medicine, hydrology and industry; the specialist subjects required as a basis for these applications include: general atomic energy, nuclear physics, chemistry and engineering. Particular stress is made on radiation protection and nuclear safety as necessary accompaniments of the above activities.

The HRD programmes of IAEA cover General Atomic Energy Development, Nuclear Physics, Nuclear Chemistry, Prospecting, mining and processing of nuclear materials, safety in nuclear energy, Application of isotopes in medicine, biology, agriculture, and also nuclear engineering technology

37 . IAEA's role in the human resource development of Member States is furthered by granting individual fellowships for advanced training or for scientific visits, by supporing interregional, regional and national training courses, also by providing on-the-spot transfer of knowledge through expert advice. Data on the number of fellowships, scientific visits and interregional and regional training courses provided in the past eight years (1981-1988) are shown in table 2. The IAEA does not collect complete data on IAEA-assisted national training courses, which are considered primarily a governmental activity. Furthermore, the number of persons trained as a result of experts' visits (some 2000 per year) cannot be quantified. Overall, the average length of fellowship awards has decreased from 10.4 man-months in the 1960s, to 9.9 in the 1970s, and to 5.1 man-months in the 1980s. This reflects a marked decrease in fellowships awarded for taking advanced degrees, with a change in emphasis to provide carefully targeted training with a strong practical component.

38 . The administration of these various activities is centralized at IAEA Headquarters on a full-time basis. Requests for fellowships and scientific visits are transmitted to IAEA by governments and, following evaluation by the IAEA's technical staff, those viewed positively are placed at appropriate institutions, harmonizing the wishes of the requesting governments with those of the host governments and institutions. It is important to note that, of the approximately 60 Member States acting as hosts in recent years, some 40 are classed as developing countries. A special evaluative review of the programme was completed in 1987 and this is being followed up to ensure continual monitoring of administration and implementation.

39 . The interregional training course programme is designed to provide specialized types of training, while the regional training course programmes reflect regional

TABLE 2. TRAINING AND TRAINING FUNDS PROVIDED IN THE YEARS 1981-88 - IAEA

2a. Fellowship and training course programmes in terms of persons trained and man-months (m/m) of training provided

Year	Fellowships*		Scientific visits*		Training courses			Total trained	
	(No.)	(m/m)	(No.)	(m/m)	(No.)	Participants (No.)	(m/m)	(No.)	(m/m)
1981	577	3249	31	21	28	498	707	1106	3977
1982	551	3097	41	24	36	703	830	1295	3950
1983	612	3055	65	34	35	659	937	1336	4025
1984	702	3473	123	67	51	850	1220	1675	4709
1985	615	3323	188	109	60	926	1098	1729	4529
1986	734	3610	203	137	71	972	982	1909	4739
1987	870	4437	160	101	64	945	915	1975	5453
1988	682	3056	156	89	89	1109	958	1947	4103
Total	5343	27300	967	582	434	6662	7647	12972	35485

* Fellowships averaged 5.1 man-months, scientific visits 0.6 man-months

2b. Fellowship and training course programmes in terms of disbursements, showing relationship to the Agency's Technical Co-operation Programme as a whole

Year	Fellowship programme				Training course programme				Total		Whole TC programme
	Fellowships (1000$)	Scientific visits (1000$)	Sub-total (1000$)	% of whole progr	Regional (1000$)	Inter-regional (1000$)	Sub-total (1000$)	% of whole progr	(1000$)	% of whole progr	(1000$)
1981	4346	158	4504	21%	418	1851	2269	11%	6773	32%	20960
1982	4025	119	4144	18%	139	2130	2269	10%	6413	28%	23006
1983	4157	152	4309	16%	526	1576	2102	8%	6411	24%	26615
1984	4672	371	5043	15%	1004	2237	3241	10%	8284	25%	32582
1985	4905	544	5449	16%	1692	2908	4600	14%	10049	30%	33716
1986	5857	778	6635	17%	1866	3081	4947	12%	11582	29%	39980
1987	8828	505	9333	20%	1731	2765	4496	10%	13829	30%	46345
1988	5881	544	6425	18%	2701	2277	4978	13%	11403	31%	36986
Total	42671	3171	45842	18%	10077	18825	28902	11%	74744	29%	260190

Source: IAEA.

priorities. Where possible, regional programmes are outlined at regional co-ordination meetings attended by government and IAEA representatives. The training course programmes were also subjected to detailed evaluation in 1986.

Co-ordination is a key word in the administration of IAEA's HRD effort. The programmes are harmonized between developed and developing countries to ensure the utmost quality of training for participants.

40 . Technical co-operation undertaken by the IAEA, including the fellowship and training course components, is financed in various ways. Staff costs are funded from the Regular Budget. The programme itself is funded by voluntary contributions paid by Member States into the Technical Assistance and Co-operation Fund, on the basis of a target recommended each year by the Board of Governors to the General Conference. Member States also provide extrabudgetary contributions and donations-in-kind, while UNDP supports projects for which IAEA is the executing agency.

41 . Funding for fellowships and scientific visits may form a part of a technical co-operation project, or it may derive from a regional manpower development allocation where such training is being provided in preparation for or as follow-up of a project or when no other form of technical assistance is needed. Funding by resource is shown in Table 3 for the period 1981-1988. It will be noted that donations-in-kind play an important role in the fellowships programme. Whereas the total amounts allocated have been increasing in absolute terms over the years, the percentage spent on fellowships in relation to expenditures on other components of the technical co-operation programme as a whole have markedly decreased (from 70 per cent of the whole programme at the start of the 1960s, to 50 per cent in the early 1970s, and to below 20 per cent in the 1980s).

Table 3. Source of funds for fellowships

Source of funds	(1000$)	% of total
Technical Assistance and Co-operation Fund	24,819	58.1
Extrabudgetary	1,230	2.9
Donations-in-kind	14,720	34.5
UNDP	1,901	4.5
Total	42,670	100.0

42 . The human resource development programmes are being kept under constant review. There are regular assessments of fellows' reactions to their training programmes. Among the factors that are being followed is the wastage rate after completion of training. This refers to the number

of fellows who do not continue to undertake duties related to their training for the period of two years stipulated in their application form. This problem has been shown to be most acute in those Member States suffering the greatest shortages of manpower, since with changing governmental priorities, the need to transfer personnel to take up other responsibilities becomes greater. Assisted by the IAEA, Member States are addressing the need for longer-term manpower planning that is in line with national development plans.

F. International Civil Aviation Organization

43 . In the area of human resource development, ICAO has focused most of its efforts in improving the skills of civil aviation personnel through the provision of training and fellowships. This training which may be formal in concept is given in training centres throughout the world or in the form of "on-the-job" training where provided, depending on the discipline and the stage, high school, university and post-graduate level trainees enabling them to acquire the necessary skills required by civil aviation. Although difficult to quantify, it is estimated that traditionally at least 50 per cent of ICAO's technical assistance activities are devoted to human resource development in some or all of the more than 100 disciplines required in civil aviation.

The Civil Aviation arm of the United Nations system provides training in more than 100 skills related to the civil aviation activities worldwide. The financing of training through fellowships comes 98 per cent from UNDP funds and two per cent from Trust Funds.

44 . The organization of ICAO's human resource development activities is administered by its Headquarters and by its six Regional Offices located in the developing world. Training projects which entail activities in national and regional civil aviation institutes are directed from Headquarters with assistance, as necessary, from the Regional Offices. Fellowship training is normally done based on the ICAO Training Directory which contains information on training offered at more than 200 institutions throughout the world and which is distributed to the 159 Contracting States of ICAO.

45 . The financing of human resource development through ICAO' Technical Assistance Bureau proceeds totally from extra-budgetary funding. Over the last five years 61 per cent of extra-budgetary funding has come from UNDP sources and 39 per cent from trust funds. From the above percentages, approximately 15 per cent is devoted to training through fellowships of which 98 per cent is derived from UNDP funds and 2 per cent from trust funds.

46 . At ICAO, a formal report is required of every fellow at the conclusion of his or her course (and for fellows taking courses of relatively long duration, midway through their course) on the effectiveness or otherwise of their training. A report is also required from the training institution on the fellow's progress midway through a longer course, and on their success or otherwise, whatever its duration. These reports are assessed, and trends or indications analyzed, by the Fellowships Section and the Technical Support Section of ICAO's Technical Assistance Bureau. Deficiencies identified by fellows in a training institution's course quality or in related areas are reported to the institution for possible corrective action.

The effectiveness of the training is done by ICAO in an organized manner. Therefore mid-term training evaluation and regular follow-up evaluation exercises are undertaken in post-training periods.

47 . In ex-post facto evaluations of UNDP/ICAO projects with a substantial fellowship component, their training will be traced to assess their progress and their application of what they have learned from their training, etc.

48 . In 1984, an in-depth UNDP/ICAO evaluation using independent consultants, was carried out of ICAO-sponsored regional civil aviation training centres in Bangkok, Jakarta, Manila and Singapore, which offer specialized/advanced training to students from the Asia-Pacific and other regions. The findings were that these centres are rendering a valuable and much-needed service, and that results have been encouraging.

G. Food and Agriculture Organization of the United Nations

49 . FAO gives high priority to human resource development in its programmes. Its efforts aim at helping member countries build up national manpower capacities for agricultural and rural development through the establishment or strengthening of agricultural education, training and rural institutions, increasing the number of skilled personnel and improving the ability of those already trained and on the job. In addition to specific activities designed for institution building and in-service training, almost all field projects are geared towards developing the knowledge and skills of national counterparts and beneficiaries located in the countries where these projects are being executed.

50 . FAO undertakes human resource development activities under both the Regular and Field Programmes. The Regular Programme is funded by the assessed Regular Budget and is implemented both by headquarters technical divisions and the regional offices. The Field Programme is funded by extra-budgetary resources - UNDP, Trust Funds, etc. While all technical divisions of FAO are involved in training activities carried out by the Organization, the Human Resources, Institutions and Agrarian Reform Division has a Service (Agricultural Education and Extension Service, 'ESHE'), whose main function is the promotion of human resource development through formal and non-formal

education and training. FAO also established in 1978 an Inter-Departmental Working Group on Training (IDWGT), which is the principal advisory body on policies and programmes concerning FAO's involvement in training with its member countries.

51 . In FAO, as mentioned earlier, human resource development activities are financed by both the Regular Budget and extra-budgetary resources. These activities are numerous and cover both training and institution building activities. Human resource development is an integral part of its diverse field projects.

52 . Training is a continuous activity in FAO. It is one of the recurring priorities established under the Programme of Work and Budget. A large number of fellowships, which constitute a clearly defined and important part of FAO's overall training activities, are awarded under UNDP and Trust Fund projects. A certain amount for fellowships, of short duration, is also expanded under the Technical Co-operation Programme (TCP).

53 . In addition FAO awards every other year six research fellowships of a duration varying between one and two years. These are the André Mayer Fellowships and are included in the Regular Programme budget. These fellowships are normally awarded to candidates from Member Countries to conduct advanced research in topics related to agriculture and rural development.

54 . The human resource development effort also conducts a large number of Study Tours, Institution Building projects and the preparation and dissemination of a large number of publications and training manuals in various technical areas of agriculture, forestry and fisheries.

55 . In FAO, funding for human resource development comes mainly from three sources:

1. The Regular Programme Budget;
2. UNDP Project Funds;
3. Trust Funds.

56 . From the above three sources the bulk of human resource development depending on the area of activity covers a broad base. For the periods examined between 1981 through 1988 some US$92 million were spent on fellowships abroad and US$129 million on other training activities including study tours.

The technical divisions of FAO administer actively the HRD. Programme funding is done by the Regular Programme Budget and the Field Budget, the latter funded from extra-budgetary sources. As an added incentive to the HRD programmes, every two years, six Research Fellowship awards are given to meritorious students - The André Meyer award. A yearly appraisal of training activities is undertaken by FAO (evaluation exercise).

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Table 4. FAO percentage distribution of resources for human resource development
(In US Dollars)

Sources	1981	1982	1983	1984	1985	1986	1987	1988
RP	18	11	17	12	17	12	14	08
UNDP	55	60	53	57	52	51	46	56
Trust Funds	27	29	30	31	31	37	40	36

Source: FAO.

57 . In 1980 FAO conducted an evaluation of agricultural training in human resource development activities. The evaluation included country studies in seven countries and project studies concerning 48 projects.

58 . In addition, a large number of FAO training projects and activities were separately evaluated by the technical division staff and consultants. The results of these evaluations were communicated to donors and participating countries. Another type of evaluation carried out at FAO is the tripartite evaluation, including representatives from FAO, the donor and recipient countries. About 100 projects annually are evaluated in this manner.

59 . In this respect, mention should also be made of the annual survey of FAO's training activities, which provides quantitative information on a number of aspects, such as: type of training, level, place, occupation of trainees, subject of training, number of trainees, sex, etc. In 1981, FAO instituted a two-stage survey of former fellowship holders to gain specific information about the appropriateness and adequacy of fellowship training and in particular the usefulness of this for the subsequent work of those concerned in their home countries.

60 . All FAO's units concerned with human resource development through education and training aim at improving the Organization's training activities and their impact on human resource development in Member States.

61 . An appraisal of the training and research activities of the FAO/IAEA Division of Isotope and Radiation Applications of Atomic Energy for Food and Agricultural Development was completed in 1985.

H. International Maritime Organization

62 . The governing bodies of IMO have for many years assigned the highest priority to maritime training at all levels. Accordingly, the Technical Co-operation Programme of the Organization, which is supported entirely by voluntary contributions, executes project activities which are designed to increase the technical capacity and self-reliance which developing countries need in order to ensure safer shipping for the seafarers, the ships, their passengers and their cargo, the ports and coastal installations and the marine environment and ocean resources.

63 . During the 1980's, available donor funds and in-kind contributions have been used to develop a global network of maritime training institutes encompassing the World Maritime University and its various regional Branches, the IMO International Maritime Law Institute in Valletta, Malta, the IMO International Maritime Academy in Trieste, Italy, and other maritime training academies throughout the world. The objectives of these institutes are:

HRD is done at IMO under the Technical Co-operation Programme, funded in its entirety by voluntary contributions.

a) to provide maritime training programmes at the basic, certificate-of-competency, advanced and post-graduate levels;

b) to assist some 90 maritime training institutes in 58 developing countries in the establishment or modernization of training facilities, as well as the elaboration of curricula and syllabuses;

c) to develop and implement specialized short courses designed to provide up-to-date maritime training to sea-going staff, maritime safety and pollution prevention administrators, port authorities and shipping company staff; and

d) to arrange for short and long-term expert services, fellowships and group training in over 125 countries and territories to provide the highest quality of technical expertise to maritime personnel involved in everyday practical and legal aspects of technical shipping and port services.

64 . The cornerstone of IMO's Technical Co-operation Programme is maritime training, which places primacy on assisting developing countries in enhancing their maritime training facilities and capabilities so that they may train their own nationals effectively to promote maritime safety, marine pollution prevention and the related technical aspects of shipping and ports.

65 . The World Maritime University (WMU) will continue to provide post-graduate maritime training to enable developing countries to train their own experts, thus reducing their dependence on expatriate personnel. The WMU has already received more than 500 students from 97 countries. Nearly 300 of them have graduated and returned to their countries where they are occupying senior positions in the maritime sector, thus enhancing the self-reliance of developing countries. In addition, WMU is laying the foundation for closer and more coherent co-operation among maritime administrations of developing countries for the solution of their common problems. The WMU owes its success so far to the financial and in-kind contributions of virtually all IMO Member States which have contributed in one way or another to the establishment and support of the university.

66 . In order to complement the advanced maritime courses offered at WMU, the Organization has over the past years promoted the establishment in all developing regions Branches of the World Maritime University for the implementation of seminars and specialized short courses at national and/or regional levels. A programme of short courses was designed and is currently being implemented to meet maritime training needs of developing countries in an array of subjects related to requirements contained in the International Convention on Standards of Training, Certification and Watchkeeping for Seafarers (STCW) 1978, as well as other specialized shipping and port acitivities.

The World Maritime University and more than 90 training institutes administer the programme in more than 125 countries. The JIU has done two evaluation exercises on IMO (JIU/REP/84/4 and JIU/REP/89/3).

67 . Over the coming years, the Branches of the World Maritime University and the IMO International Maritime Academy in Trieste, Italy, will play a particularly important role in the implementation of these short courses for the benefit of 12 to 40 students from up to 20 countries at a time for each course, depending on the nature and scope of the specialized course in question.

68 . Vital maritime law training, designed to facilitate the effective translation of global conventions and regulations into national maritime laws and legislation, will be provided by the IMO International Maritime Law Institute in Valletta, Malta. The IMO International Maritime Law Institute will provide one-year, post-graduate legal courses to up to 20 qualified lawyers from developing and other countries. In order to promote the equitable participation of women, 50 per cent of the places in each course will be reserved for women candidates.

69 . The technical co-operation activities, executed or sponsored by IMO, are supported entirely by voluntary donor contributions. The principal donors include the United Nations Development Programme, the United Nations Environment Programme and donor countries. Maritime

training, through fellowships, plays a crucial role in the Technical Co-operation Programme of the Organization which develops tailor-made fellowship programmes at all levels for the benefit of maritime personnel of countries in all developing regions, at their requests. The IMO publications entitled "Strategy for Maritime Training", "Strategy for the Protection of the Marine Environment" and "Strategy for the Integration of Women in the Maritime Sector", published in 1988, provide outlines of areas in which enhanced technical co-operation activities and human resource development are required in order to assist developing countries in the effective implementation of international treaty instruments on maritime safety and marine pollution prevention, and related aspects of shipping and ports.

70 . In its report entitled "International Maritime Organization" (JIU/REP/84/4), JIU noted that "there is no systematic evaluation of technical co-operation programme as a whole". IMO engaged in "evaluation" to the extent that UNDP and other funding sources required it and these undertakings were limited to the normal monitoring of projects through tripartite reviews, visits to project sites, and the review of mission reports of advisors and consultants. Therefore taking into account the rapid growth of IMO's Technical Co-operation Programme, the Inspectors responsible for the 1984 JIU report suggested that evaluation might be among the first functions to be expanded as a result of any increase in the technical co-operation staff.

71 . Since then IMO has been making efforts to improve evaluation exercise in the Organization. Following the JIU recommendation, an evaluation unit was set up, which in addition to systematic monitoring undertakes a periodic ex post evaluation of different components of IMO's technical co-operation programme. Up to now four evaluation reports, one on IMO's advisory services, another on fellowships, a third on assistance provided through the IMO/Norway Co-operation Programme and the fourth on IMO activities in the field of search and rescue, have been issued. The recommendations contained therein have been generally agreed upon by the intergovernmental bodies of the Organization and are being implemented within available resources.

72 . IMO has recently instituted an internal monitoring system of project execution within its Technical Co-operation Programme. It has also developed the IMO Manual on Evaluation with a view to improving evaluation procedures and methodology as well as design and monitoring of projects. With regard to maritime training, IMO requested the JIU to prepare a report on the evaluation of its work in this field. The JIU report has been prepared and approved by the 62nd session of IMO's Council.

I. World Intellectual Property Organization

73 . WIPO has its training mainly aimed at comprehensively upgrading professional skills of government employees whose duties deal, or are expected to deal, with intellectual property within their respective countries.

This Agency's training activity is aimed mainly at government officials in charge of industrial property on copyright methods. The extent of training covers fellowship courses at specialized institutions overseas, seminars, workshops and on-the-job training. It is financed by the Regular Budget, and by Extra-budgetary sources. Evaluation consists of the compilation of after-training reports and regular follow-up communications.

74 . At WIPO, human resource development activities are mainly directed from headquarters. The main target groups are the personnel working in national industrial property and copyright offices, administrations, and related institutions. The human resource development activities normally consist of training courses, on-the-job training activities and consultancy guidance.

75 . WIPO's training program includes overseas fellowships, courses, workshops and seminars at the national, subregional, regional or global level and on-the-job training by experts and consultants; this is an on-going programme.

76 . At WIPO the proportion of budgetary allocations for human resource development as compared to other areas of technical co-operation activities covers a large percentage of total resources. These funds are provided by the Regular Programme Budget, UNDP Funds, Trust Funds and contributions in kind offered by Member States or intergovernmental institutions, in the form of fellowships, lecturers and experts for on-the-job training. Figures for 1985 give an indication of the possible volume throughout the previous years:

Table 5. Budgetary allocations for human resource development.

(In Swiss Francs)

UNDP	2,308,000	(47.0%)
Regular Budget	1,115,000	(22.7%)
Contributions from other sources, including Trust Funds	1,492,000	(30.3%)

Source: WIPO Records.

77 . In WIPO, on completion of training, fellows are required to file reports on their training. These reports are reviewed by the technical units concerned at headquarters, which, as required, contact the trainees for further information or explanations. In addition, in most cases, training programmes in Europe include a visit to WIPO headquarters, where an evaluation of the training programmes are carried out. For group training activities outside Europe such evaluation sessions take place at the end of the training sessions.

78 . The evaluation process is given considerable importance as regards WIPO's training programme.

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J. International Telecommunication Union

79 . All field projects in developing countries, have, explicitly or not, the objective of improving qualifications and experience at all levels of telecommunication staff. ITU has targeted the strengthening of the national telecommunication networks and services in its member organizations by assisting the development and management of their human resources. For this purpose, standards have been established in the area of human resource development (HRD): for example, the course development in telecommunication - CODEVTEL project; in human resource management (HRM) standards have been established for Manpower Planning, information system, evaluating and improving telecommunication training systems, etc.

This organization is field oriented, and its HRD is carried out through its CODEVTEL project and HRM programme. A Training Division has been working since 1969 on the development of human resources. The funding comes mainly from UNDP. Since 1982 (Plenipotentiary Conference, Nairobi), ITU supplements its activities with inputs financed from its own sources.

80 . Training is a continuous activity at the ITU, with the Training Division established within the Technical Co-operation Department since 1969. Headquarters and the four regional staff in HRD/HRM advise all Member Countries of the ITU, assist the Regional Divisions in the preparation and monitoring of HRD projects in the field, and carry out a large range of activities in this field of speciality. This approach has permitted ITU to undertake more than 1200 training development activities through the years 1980/87, training more than 6000 fellows and participation of more than 2700 fellows in seminars and on-the-job training assignments. An extensive fellowship programme in all areas of telecommunications is also administered by the Technical Co-operation Department Training Division.

81 . The various council meetings and conferences play a very important role in this type of activity, because at the conferences, Member States and the governing bodies, decide and urge the Administration to give continued emphasis and support to these programmes.

82 . ITU being technically oriented, mainly structures its human resource development utilizing funds received for project execution, though it does have a modest programme in HRD financed from its own resources. Some two million Swiss Francs per year are currently allocated to this programme. In the earlier years the resources were forthcoming almost exclusively from the UNDP (91.3 per cent in 1973 and subsequent years). At present, ITU continues to depend upon the UNDP and supplements its activities under the UNDP with inputs financed from Trust Fund, Associate Experts (a scheme under which costs of missions are borne by the donor countries), Special Fund for Technical Co-operation (resolution No. 21 of Plenipotentiary Conference, Malaga-Torremolinos and other funds).

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83 . The 42nd Session (June 1987) of the ITU Administrative Council, taking note of the JIU Third Report on Technical Co-operation Activi'ies of the ITU (JIU/REP/86/4) called upon the Union to appoint a full-time professional staff member as Evaluation Officer in the TCD. As of April 1988, the ITU established an Evaluation Unit within the Technical Co-operation Department which assesses the evaluation, monitoring and, reporting mechansims and needs in the field with substantive exchange of information done with other specialized agencies on communications, training, etc.

Prior to 1988 evaluation was not institutionalized. Since April 1988 there is a structured unit which assesses the evaluation, monitoring and reporting mechanisms and needs in the field with substantive exchange of information done with other specialized agencies on communications training, etc.

K. United Nations Educational, Scientific and Cultural Organization

84 . UNESCO has, throughout its history, recognized that the total development of the individual is the base for progress. In UNESCO's view, the appropriate utilization of human resources is an essential factor in economic progress and social advancement. The continuing improvement of the resources contributed by the whole population, through the input of men and women who have been educated and trained, is a pre-requisite for development and for peoples' participation in the progress of modern science and technology and the flowering of culture. One of UNESCO's constant concerns is to pave the way for the widest participation by individuals and groups in the life of the societies to which they belong and in that of the world community. Specific programmes and actions are undertaken in favour of women to combat the different manifestations of discrimination and the female dimension is integrated in all programmes. Special emphasis is given to young people whose participation in development has proven essential for success. UNESCO is also moving towards a structural and more dynamic conception on the participation of other disadvantaged groups such as rural populations, shanty-town dwellers, ethnic minorities, the aged and other social groups.

UNESCO has been a forerunner in the area of HRD linked to the development process as a whole.

85 . The organizational structure of human resource development in UNESCO is historical in nature and dynamic in concept. There is constant innovation to approaches dependent on the immediate needs of Members. This is generally focussed from the viewpoints of the needs of Member States with UNESCO supplying the necessary technical backstopping to put within the dynamism of the framework, coherent integrated national policies. Several types of group training activities (seminars, workshops, courses) are organized each year in Member States for the development of their nationals in priority areas identified by their Governments and other groups. During the 1986-87 biennium UNESCO provided a total of 4216 individual fellowships, study grants and travel grants. In addition 86,748 individuals benefited from group training in seminars, workshops and training courses organized by UNESCO.

86 . In the case of UNESCO, it can be considered that virtually all its activities are aimed towards human resource development. All the programme activities undertaken by UNESCO are classified into the following functions in the 1988-89 Programme and Budget. These are: advance of knowledge (10.7 per cent); collection, dissemination and exchange of information (24.7 per cent); development of public awareness (1.8 per cent); training (35 per cent); participation in the implementation of activities in Member States (12.5 per cent); standard setting (1.4 per cent) ; policy-making, planning and project identification (10.1 per cent); programming, co-ordination and evaluation of programme activities (2.7 per cent). The figures in brackets show the percentage of financial resources devoted to these functions in 1988-89.

The Organization works closely with governments catering to their needs in priority areas in the education field. Biennially more than 15,000 fellowships are projected to be awarded to Member States.

87 . UNESCO as was pointed out earlier is basically human resource development oriented; therefore separating the study element in the various programmes represents a monumental task. Nevertheless, the budgetary presentation for the recent period gives a picture of the activity in this sense. The programme and budget for 1986-87, for the first time, provides a summary by modality of action, which includes a training component of $25,600,000 and a grants-in-aid amounting to $5,637,500, the two representing some 16.4 per cent of total appropriations for major programmes ($190,813,400). This does not include seminars, workshops and some meetings considered as training activities, nor does it include activities financed by the Participation Programme. In UNESCO Secretariat's view, this percentage should be indicative of percentages in prior budgets.

Financing is done through the Regular Budget, Extrabudgetary Sources, Funds-in-Trust, etc. Almost a steady 16.4% of Regular Programme appropriations and 14.7% of Extrabudgetary Resources are used in HRD.

88 . All the other amounts spent for human resource development are from extra-budgetary sources (UNDP, UNFPA World Bank, regional development banks, funds-in-trust, etc). From all these sources of funds together, the allocations for training over the period 1980-1988 amounted to some $105.5 million (1980 - 13.8; 1981 - 13.2; 1982 - 11.6; 1983 - 13.3; 1984 - 12.4; 1985 - 11.6; 1986 -9.6; 1987 - 10.1; 1988 - 10.7) and constituted from 11.9 to 16.7 (14 per cent on the average) per cent of the total project expenditure (The most important components were personnel - 38 per cent; equipment - 22 per cent; construction - 13 per cent and fellowships - 7 per cent).

89 . In UNESCO, evaluation of human resource development is not carried out as an abstract exercise, rather the overall evaluation that is undertaken of the various programmes which have an element of human resource development is included. There have been two Executive Board in-depth studies which evaluated some elements of

the UNESCO human resource development activities: (i) UNESCO's contribution to knowledge and activities with regard to the problems of population (1974); (ii) development and promotion of research on population problems and the implications of the findings for population education (1978).

90 . There are also the questionnaires filled out by the recipients of fellowships and study grants which provide feedback. In regional seminars, there are evaluation sessions later carried out on the completed questionnaires.

The monitoring and evaluation process has now taken form in the organization of a Unit specifically for this purpose. This Unit keeps programme activity and project implementation constantly under review.

91 . As far as the Regular Programme evaluation is concerned, it is normally executed in spite of personnel and financial constraints.

92 . In extrabudgetary programmes, difficulties arise because of delayed approval of projects, delayed approval of rephasing of funds from one year to another and the slowness of action on the part of the national participating agency/agencies in setting up necessary structures for project implementation, appointing local staff, nominating personnel for training and in an increasing number of cases, insistence on direct implementation of projects but with technical assistance inputs from UNESCO.

93 . Difficulties have also been experienced in placement of fellows from the developing countries in higher education institutions in the developed countries because of problems in equating qualifications acquired in national institutions with entry requirements of host institutions. Language proficiency is also one of the difficulties faced in this area.

L. International Labour Organisation

94 . Among the United Nations agencies, the ILO is a major contributor to human resource development interpreted widely as strengthening human capacities. In this field, its activities are directed at the public (including semi-public) as well as the private sectors, to the urban as well as the rural areas with due emphasis placed on the needs of disadvantaged groups. It devotes well over a half of its technical co-operation activities to training activities in all sectors and branches of economy and at all levels of responsibility. Over the last 35 years, the ILO has been instrumental in helping many countries build up comprehensive vocational, technical and management training systems and institutions. At any given time, more than 300 training projects are being implemented in about 60 (most of these developing) countries, with an expenditure exceeding US$90 million annually, most of it secured through extra-budgetary resources.

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95 . The Organization's human resource development programme is supported by its research and standard-setting programmes. The ILO's Convention (No. 142) concerning vocational training and vocational guidance in the development of human resources and the corresponding Recommendation (No. 150), adopted by the International Labour Conference at its 60th Session (1975), continue to be the major blueprints for governments and institutions in developing their training policies and systems. These instruments emphasize the close co-operation between UNESCO and the ILO in pursuing harmonized objectives and avoiding duplication and conflict.

Human resource development remains at the heart of ILO concerns under all its major programmes. A unique feature of the ILO's major programmes is the active involvement and contribution of the social partners, i.e. workers' and employers' organizations, alongside governments, in the development, implementation and evaluation of human resource development programmes.

96 . The ILO assists countries in designing national systems and sub-systems of vocational training and management development, improving the efficiency of relevant training institutions, devising vocational and management training schemes for specific sectors and occupational categories and setting up training schemes for special target groups, including women, out-of-school youth, migrants, refugees and older workers. Other ILO programmes aim at productivity improvement, promote the development of small enterprises and train in labour-intensive methods particularly in public works, as well as in industrial relations and occupational safety and health.

97 . The ILO's projects mounted under several major programmes (employment, training, sectoral activities, working conditions, etc.) range from grass-roots training in helping rural youth learn skills for meeting basic needs, to training to manage and operate advanced technology. Many of the ILO's technical co-operation activities have been comprehensive and long term. As countries have progressed on the development path, there has been a shift in their technical co-operation priorities. The need has grown for shorter-term assistance to identify gaps and weak spots in countries' vocational and management training systems and policy frameworks and to meet specific manpower and development needs. An example of such shorter-term assistance has been an ILO project in India to set up a network of advanced training institutes and model industrial training centres throughout the country. The network was established to meet the demand for new skills as new technologies are introduced in industry. In recent years, growing emphasis has been placed on technical co-operation in support of women in the development process. Generally, the ILO favours participatory strategies and they have proven particularly effective in mobilising human resources for rural development activities.

98 . UNDP continues to be a major source of finance for the ILO's technical co-operation activities in human resource development areas. Recently a significant share of the ILO's human resource development activities in developing countries has been financed by multi-bi donors, and by development banks, in particular the World Bank.

99 . The ILO's participation in the human resource development effort undertaken in the framework of the United Nations system has gained both strength and impact because of the unique structure of the Organization. It is a tripartite organization represented by governments and employers' and workers' organizations. In the planning, implementation and evaluation of its human resource development activities, the ILO takes into account the specific but also complementary requirements of these organizations. For example, in preparing and implementing a project, the ILO emphasizes consultation with employers and workers in the skill areas covered. A great number of projects designed to strengthen human resources of workers' organizations and those of employers' associations have been funded by multi-bilateral donors.

100 . Support to its technical co-operation projects is given by the ILO's International Centre for Advanced Technical and Vocational Training in Turin, which annually receives a large number of fellows, sent by the ILO's field projects for advanced training in their particular skill areas. It has also developed comprehensive training programmes for management personnel and for high-level government officials of Member States.

101 . In addition to country-focused activities, the ILO has, in response to the emergence of specific and distinctive characteristics of each region, contributed to the development of regional centres. These centres constitute a significant dimension to the ILO's field structure and spearhead TCDC activities. Some 13 such regional structures are currently in operation dealing with training and management development, employment and labour administration. Human resource development may be said to be a primary concern of these regional centres. In this connection, particular mention should be made of the following centres: the Asian and Pacific Skill Development Programme (APSDEP), the Inter-African Centre for the Development of Vocational Training (CIADFOR), the Inter-American Centre for Research and Documentation on Vocational Training (CINTERFOR) and the International Management Development Network (INTERMAN).

102 . In 1987, the Joint Meetings of ACC and CPC chose for their 22nd series of Joint Meetings the topic "Co-ordination of the activities of the United Nations system in human resource development and its contribution to meeting the economic and social objectives of the developing countries". Because of its recognized imporant role in this endeavour, the ILO was chosen as the lead agency to prepare a background paper for the meetings. The paper raises a number of human resource development issues and draws attention to the problem of co-ordinating activities in this area throughout the United Nations system, proposing that this effort be increasingly carried out at the country level.

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M. World Health Organization

103 . The World Health Organization's human resource development activities fall mainly within the responsibility of the Division of Health Manpower Development (this Division will change its name in January 1990 to Development of Human Resources for Health). The scope of the Programme's work covers the planning for, training, and management of the types and numbers of personnel needed to help attain the level of technical, scientific and managerial competence required to maintain national health systems. Member States are increasingly recognizing the need to improve their health systems, and to achieve this, improvement of their health personnel development mechanisms is essential. WHO has supported countries in their efforts in this direction.

Yearly more than 3000 fellows receive training in various areas of health related systems and endeavours. WHO's human resource development programmes are financed almost entirely from the Overall Regular Budget. This amounts to over $320,980,000 with extrabudgetary resources totalling more than $155,631,000 over a seven-year period.

104 . WHO programme delivery is effected through its six regional offices in the African, American, Eastern Mediterranean, European, South-East Asia and Western Pacific Regions. Co-ordination with other social and economic sectors such as education, community development, transport and communications, has been promoted actively at the national, provincial and district levels in order to ensure the integrated development of health systems and health personnel.

105 . Through its fellowships programme WHO has played and is playing a decisive role in the efforts of Member States to upgrade their health systems. During the biennium 1986-1987 the HMD programme distributed 6,809 fellowships, and provided travel and subsistence allowances for 5,228 participants to attend educational meetings or WHO courses (See table 6 below).

106 . The Health Manpower Development Programme in WHO is structured around two specific areas as described in the official Programme Budget. These are: the Managerial Process for Health Manpower Development, and the Formation of Health Personnel. These in turn are broken down into seven areas of activity: Intersectoral Co-ordination; Health Manpower Policies and Plans; Management of Health Manpower; Health Manpower Information and Research; Institution Strengthening; Effective Education Programmes and Processes; and Health Learning Materials.

107 . As one can visualize, the programme is greatly decentralized with direct headquarters intervention mainly in the promotion of policies and ideas, in the publication of manuals, guides, information bulletins, and the substantive progress monitoring machinery.

Table 6. Distribution of fellowships, by subject of study and by region, 1986/87.

Subject of study	African Region	Region of the Americas	South-East Asia Region	European Region	Eastern Mediterranean Region	Western Pacific Region	Total
Public health administration	274	119	254	52	125	229	1053
Hospital and medical care administration	26	18	34	7	29	40	154
Construction of health institutions	—	2	—	1	—	3	6
Medical librarianship	6	3	9	—	4	—	22
Subtotal	306	142	297	60	158	272	1235
Environmental sanitation	147	29	210	25	70	64	545
Housing and town planning	1	—	—	—	—	—	1
Food control	2	30	22	4	11	43	112
Subtotal	150	59	232	29	81	107	658
Nursing and midwifery	106	38	91	12	27	80	354
Public health nursing	4	31	17	—	5	12	69
Medical social work	4	1	—	—	—	3	8
Subtotal	114	70	108	12	32	95	431
Maternal and child health	70	110	59	7	47	53	346
Paediatrics and obstetrics	43	35	5	5	21	12	121
Subtotal	113	145	64	12	68	65	467
Mental health	23	51	26	18	42	20	180
Health education	53	14	41	3	35	26	172
Occupational health	10	7	18	3	55	15	108
Nutrition	29	29	45	4	14	16	137
Health statistics	30	66	47	24	26	43	236
Oral health	26	25	31	4	23	37	146
Rehabilitation	19	12	13	6	26	22	100
Control of pharmaceutical and biological preparations	7	13	75	15	42	42	194
Subtotal	197	217	296	79	263	221	1273
TOTAL: HEALTH ORGANIZATION AND SERVICES	880	633	997	192	602	760	4064
Percentage	**64.5**	**65.9**	**59.4**	**54.4**	**53.4**	**57.35**	**59.7**
Malaria	25	44	71	5	36	107	288
Sexually transmitted diseases	3	15	12	3	4	6	43
Tuberculosis	10	19	64	6	27	29	155
Other communicable diseases	102	95	155	15	85	78	530
Laboratory services	45	65	86	17	67	62	342
Chemotherapy, antibiotics, pesticides	1	9	5	—	1	8	24
TOTAL: COMMUNICABLES DISEASES	186	247	393	46	220	290	1382
Percentage	**13.6**	**25.7**	**23.4**	**13.0**	**19.5**	**21.9**	**20.3**
Surgery and medicine	29	6	43	23	42	24	167
Anaesthesiology	13	—	2	1	6	5	27
Radiology	71	3	19	11	82	28	213
Haematology	10	5	4	15	16	12	62
Other medical and surgical specialities	53	16	80	43	57	66	315
Subtotal	176	29	148	93	203	135	784
Basic medical sciences	54	11	65	15	39	49	233
Medical and allied education	18	41	70	7	63	47	246
Undergraduate medical studies	51	—	5	—	—	44	100
Subtotal	123	52	140	22	102	140	579
TOTAL — CLINICAL MEDICINE, BASIC MEDICAL SCIENCES, AND MEDICAL AND ALLIED EDUCATION	299	81	288	115	305	275	1363
Percentage	**21.9**	**8.4**	**17.2**	**32.6**	**27.1**	**20.75**	**20.0**
GRAND TOTAL	1365	961	1678	353	1127	1325	6809*

Source: Biennial Report of the Director-General of WHO 1986-1987, page 65.

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108 . From the financial reports we learned that the bulk of human resource development activities in WHO is financed from the overall Regular Budget. For the years 1980-1987 this provided (a) the amount of $222,078 for the Health Manpower Development Programme; (b) the amount of $98,902,000 for other technical programmes to cover their fellowships and other educational activities. The expenditures (a) and (b) combined represented $320,980,000 or 17.3 per cent of the WHO aggregate overall Regular Budget for the same period. In addition to the above-mentioned amounts, the following expenditure was incurred under extra-budgetary sources: (a) Voluntary Fund for Health Promotion (includes contributions from governments and private foundations): $41,336,000; (b) United Nations sources (UNDP, UNFPA, UNEP): $75,531,000; and (c) other funds (includes funds-in-trust): $38,764,000. The total extrabudgetary expenditures over the period 1980-1987 amounted to $155,631,000. This is around half the regular budget expenditures. Out of the total extra-budgetary expenditures, the share of United Nations sources represented 48.5 per cent.

109 . In the biennium 1986-1987 difficulties arose in the financing of the WHO Regular Budget, because of the expected short fall in contributions, due to diverse factors. This prompted the Director-General to pursue precautionary measures as far back as early 1986 to ensure solvency and give the maximum output without jeopardizing priority areas. Several measures were adopted amongst which were the curtailment of some programme activities at Headquarters, as well as at regional and country levels, equivalent to an amount of $35 million.

WHO undertakes on a regular basis a monitoring and evaluation exercise on its Health Manpower Development activities.

110 . The WHO financial reports suggest that within the Regular Budget for Health Manpower Development the largest item of expenditure is fellowships and other educational activities - about 62 per cent, followed by salaries and common staff costs - on an average under 25 per cent over the period 1980-1987 and showing a downward trend; supplies and materials - about 6.5 per cent; local costs subsidies - about 3 per cent; and contractual services and translation, printing, data processing etc. - about 2 per cent. All other expenditures do not exceed one per cent of the total regular budget allocation.

111 . In WHO monitoring and evaluation reports are prepared regularly for the Biennial Report of the Director-General. Other evaluation reports include the Situation Analyses prepared for biennial Programme Budgets, and medium-term programmes (every six years). In addition, in 1981 the Organization carried out a very detailed Analytical Review of the World Health

Organization's Health Manpower Development Programme 1948-1980. A mid-term review of implementation of the medium-term programme for health manpower development (1983-1987), was issued early in 1982, and a "Health Manpower Development Trend Review" was carried out in 1984 by Headquarters and all six regional offices.

112 . An Interim Report on the Implementation of Fellowships Policy was carried out in 1985 for the Executive Board, and a full report is now commencing. Fellows are required to submit a "Termination of Studies Report" and national health administrations are requested to complete a report on the utilization of the fellow's services twelve months after the end of the fellowship. At Headquarters level, a monitoring report on activities is carried out at the end of each biennium when detailed monitoring activities against plans in the Medium-term Programme and Programme Budget is undertaken. Detailed monitoring of financial expenditures against plans is carried out on a day-to-day basis by the Administration.

113 . Within the WHO Secretariat itself, attention is given to ensure that its own training programmes are monitored and evaluated to provide a high degree of relevance to progressive educational policies.

N. World Meteorological Organization

114 . WMO gives great attention to human resource development. Since 1952 the Technical Co-operation programme has dedicated itself to advise and strengthen national meteorological and hydrological services of developed and developing countries. Also considered as a goal is the support and organization of regional and national training centres and the on-going action of the monitoring apparatus.

115 . The approach at WMO is different and innovative because of the manner in which classification and allocation of resources are handled. These are divided into three parts as follows:

a) Expert services which incorporate the associate experts who are always national counterparts;

b) Fellowships;

c) Equipment and sub-contracts.

116 . The first two are readily identifiable as appertaining to human resource development while in the third, great amount of fine tuning and conceptual reasoning has to be done to separate the basic elements of equipment used in the capacitation process, (training), replacement items and on-the-job training contracting elements.

117 . A very special feature in the WMO approach is the Voluntary Co-operation Programme (VCP) which is unique in the United Nations system. It is designed primarily to provide assistance to support the implementation of the World Weather Watch initiative. Long and short term fellowships, and short-term training, seminars, equipment maintenance and on-the-job training forms a fundamental part of the human resource development component.

The Organization's raison d'etre is technical co-operation, and under this programme all HRD activities are carried out. By nature, most of the training comes from the projects themselves (advisory services with national counterparts, etc.) and fellowships for further training. UNDP finances a major portion of the activities, while the balance is realized through the unique Voluntary Co-operation Programme and Funds-in-Trust. etc.

118 . The WMO resource development and the technical co-operation programme, in general, are financed as follows:

(a) The United Nations Development Programme (UNDP);
(b) The WMO Voluntary Co-operation Programme (VCP);
(c) Trust Fund (TF) arrangements; and
(d) WMO Regular Budget.

119 . The UNDP has been the principal source of funding for WMO's technical co-operation activities, contributing more than half of the resources available to WMO technical assistance. More than one-third of the funds made available by UNDP at present is used for experts and consultants. In common with other small highly technical agencies, WMO has a relatively high proportion of resources devoted to equipment in its UNDP-financed projects (30.6 per cent in 1987), while some 15 per cent is used for fellowships, seminars and workshops.

120 . WMO Voluntary Co-operation Programme (VCP) is unique in the United Nations system, and designed primarily to provide assistance in support of the implementation of the World Weather Watch. The VCP depends upon voluntary contributions both in cash and in kind and is used to provide equipment, long and short-term fellowships and short-term training, such as seminars, equipment operation and maintenance courses and on-the-job training conducted by seconded experts. VCP is divided into VCP(F) for contributions made in cash and VCP(ES) for contributions made in the form of equipment and services. In the latter case, the donor designates the recipient country. Over the years under review, VCP proved rather successful. Its progressively increasing resources reached US$6,358,000, almost 32 per cent, in 1987. The Secretary-General continues to regard UNDP and VCP as

the main components of future technical co-operation activities despite significant number of projects financed under trust-fund arrangements.

121 . Trust Funds for financing and implementing technical co-operation activities are provided in any of the three following forms: (a) the donor country and the recipient country are one and the same, (b) single donor country finances a project in another country or (c) a number of donors either bilaterally or multilaterally combine to provide co-ordinated assistance to one or more countries. WMO's role in the first two is largely one of administrative support and guidance for project execution while, for the third, WMO may be involved in project design and orientation, in co-ordinating donor inputs and in directing activities.

122 . As mentioned above, funding from the regular budget is used for training in the form of fellowships and of seminars and workshops directly related to WMO's scientific and technical programmes. Although not large in financial terms (4-5 per cent), it plays an important role as WMO determines the priorities and can help in filling the most urgent gaps in assistance being provided from other sources or where the needs are most critical. The regular budget also funds the management of the VCP Office.

123 . Within the framework of monitoring, fellows are required to submit a final report, summarizing the results of their training within one month of its completion. A questionnaire is sent to fellows 3-6 months after they return home. Various questions are asked therein to determine the relevance and impact of the training on the fellow's current duties. If the questionnaire is not completed and returned to the agency within a reasonable time, a reminder is sent to the former fellow and additional reminders are sent if necessary. Completed questionnaires are evaluated periodically to ensure timely feedback to those involved in Agency training.

124 . The last evaluation of the fellowship programme was conducted ten years ago, based on those fellows who completed their training in 1972 and 1973. Of the 519 fellows surveyed, 460 (about 89%) provided the requested information. Of this number, 450 (98%) returned home, six remained abroad to study further, three did not intend to return home and one remained abroad temporarily, to teach. Of the fellows who returned home, 369 said that their training was closely related, 57 said that it was partially related and 24 that it was not related to their current duties. Of the 460 fellows responding, 48 received a post-graduate degree and 206 had published scientific papers.

Throughout the years WMO has been instrumental in preparing national weather personnel in all areas of meteorology and hydrology. Numerous fellowships and post-training preparations have been granted to nationals of Member States. Although not having a monitoring and evaluation system organized, a close interrelation exists between the Agency and former participants.

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O. Universal Postal Union

1. General UPU policy in the development of human resources

a) The human condition in the postal services

125 . The postal service is traditionally a major user of labour. Consequently, the focal point of a large part of postal activities remains the human being. The human contribution to the proper functioning of postal activities is undeniably the strength of most of the postal services in the world. Thus, the human condition in the Post has always been a prime concern of postal administrations and corporations and of the Universal Postal Union. The Universal Postal Union had encouraged and itself undertaken studies, for instance, into the best ways of reducing the laboriousness of postal work as well as of designing equipment tailored to specific work positions. In view of the influence of the working environment on human behaviour, studies have been made and concrete action taken to remove internal and external harmful effects. It is against this background that mechanization and automation of much of postal operations have occurred, not only to increase productivity but also to alleviate the laboriousness of the staffs work. The UPU is continuing its efforts to encourage countries to constantly improve human conditions particularly within the framework of its technical assistance activities on behalf of developing countries.

b) Staff requirements and guideline standards

126 . Within the UPU all the member countries focus their attention on the development of human resources, not only through concrete action on behalf of the staff but also by undertaking studies and research for their promotion. Within the framework of the studies conducted with the aim of getting a better idea of the problems linked to the management of human resources, theoretical postal staff requirements were considered and the following minimum standards were proposed to the 1979 Rio de Janeiro Congress which accepted them, noting that they should be adjusted in line with the socio-economic conditions and postal consumption of each country. First of all, the study considers that there should be one official per 1000 inhabitants. Then, middle-grade managerial staff should make up three per cent of total staff strength. Lastly, there should be one senior executive for every five to 10 middle-grade managers. Other studies have established that the ratio of postal officials to population is 0.49 to 1000 in Asia/Pacific, 0.26 in Africa, 0.54 in the Arab countries, 1.35 in Europe (developing countries) and 0.80 in Latin America and the Caribbean. All the

industrialized countries have topped the standard of one official per 1000 inhabitants while almost all the developing countries have to make efforts to reach it. Some developing countries have reached the target, mainly because of their high literacy rate and their gross national product which have a definite effect on post activity.

c) UPU postal training policy

127 . The UPU's main policies in postal training, laid down nearly 25 years ago, still apply and are of particular interest to the developing countries. UPU policy in this field may be summarized as follows:

- general introduction of training of operational and supervisory staff into all countries;
- training middle-grade managerial staff on the spot when justified by needs in certain countries;
- establishment and expansion of regional postal schools to train middle-grade and senior managerial staff;
- training a sufficient number of qualified instructors.

128 . The development of the national teaching services and training centres has been brought about by the encouragement and assistance provided by the UPU and also by the determination of the countries themselves. At present, a large number of countries have at least a postal school for training operational and supervisory staff. There are 234 national schools or vocational training centres in 81 developing countries. Alongside the development and strengthening of national schools, the countries endeavour to train middle-grade and senior managerial staff in regional schools, in view of the prohibitive cost of training them nationally. This choice has the additional advantage of fostering co-operation among the countries concerned. There are at present six intercountry postal training schools holding general courses and specialization sessions.

129 . A considerable number of trainers have benefited from thorough instructor-training. It is pursued alongside regular refresher courses for instructors and symposia for the organizers of training activities and for the heads of training centres. Efforts are made by the UPU to encourage countries to have their postal instructors undergo advanced teacher training so as to have highly specialized staff in this field for the

requirements of the higher postal schools. In view of the needs expressed and the recommendations of the 1984 Universal Postal Congress, the postal administrations and corporations of developing countries are also paying special attention to specialized training.

2. Activities undertaken in 1988 and planned for 1989

a) Training activities undertaken in 1988

130 . Under the UPU programme, a total of 66 training activities comprising instructor-training courses, specialization courses, technical meetings and symposia were implemented. Some 276 postal officials benefited from these activities. Under the UNDP projects, 38 training activities were implemented, benefiting 192 postal officials.

b) Some training activities planned in 1989

131 . Under the UPU programme, 32 training activities will be implemented for the benefit of 272 postal officials. Under UNDP projects, 40 training activities will be implemented for the benefit of 497 postal officials.

3. Special considerations of UPU's human resource development efforts

132 . Beyond those human resource development efforts already mentioned, UPU according to its medium-term programme, is planning to take a number of new initiatives, such as:

i) undertaking an evaluative study of available human resources, assessing the efforts already made and determining requirements as regards training facilities;

ii) reforming the syllabuses of intercountry/regional postal schools in accordance with the development of the kind of services provided by the Post with a view to alleviate the negative effects of competition on the future of postal services. Subsequently, future priority will be given to training staff capable of managing and problem-solving at all levels;

iii) bringing a greater dimension to the propagation of knowledge to the future senior executive of postal services by encouraging co-operation with established institutes in developed as well as developing countries and with university institutes.

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III. CONCLUSIONS AND RECOMMENDATIONS

133 . The preceding pages have given a broad sweep of human resource development activities of organizations of the United Nations system. The system's contribution to human resource development is undeniable and Member States are the principal beneficiaries of this effort. Nevertheless, the integration into the development process of the developing countries, at most times does not fit well together and lacks co-ordination. This has been highlighted by some of the agencies covered in the study. The high wastage rate of trained manpower after completion of training is one of the aspects observed due to non-use of trained personnel in duties by their governments in areas where they were specifically trained; others complained of the lack of opportunities given trained personnel, to enter fully into the production process. These create certain frustrations, which in most cases lead to many trained personnel leaving their countries in the quest of opportunities. Other agencies have underlined the difficulties encountered in placing many of the fellows and trainees in higher institutions of education in the Western World because of stringent restrictive admittance specifications; these and many more instances along these lines impede the progress of getting the optimum from the development of human resources. The most affected are Member States of developing countries because of limited financial resources, the prevailing condition of economic retrenchment and high rates of unemployment and underemployment, and many other obstacles that are always present. In this context a large number of countries encounter great hindrance in their efforts to increase their productive capabilities, thereby putting in danger their adjustment efforts and the development process itself, and ultimately the attainment of the objective of self-reliance.

134 . Conversely, the thoughts and situations mentioned above bring us to conclude that something more has to be done.

135 . There is need for some type of co-ordinated approach to the question of human resource development in the United Nations system. This could be accomplished by a central focal body created to this effect, which would monitor, advise, and set in motion the co-ordination process of human resource development throughout the

System. This body could ensure that duplication of efforts be kept to a minimum, and safeguards be installed for the optimum use of trained persons while monitoring the human resource development process, the integration of the United Nations effort and compliance of the horizontal co-operation of human resources in the implementation of the programmes geared toward the development objectives of Member States.

136 . This preoccupation was already stated by the Joint ACC and CPC meetings held in 1987 (document ACC/1987/7, para. 97). As a possible avenue of approaching the dilemma in seeking remedial action for the problem, the Inspectors taking into consideration the conclusions arrived at, would like to recommend the following:

Recommendation 1

Authorize the Secretary-General to establish an inter-agency "focal point" whose main responsibilities would be to monitor and to assess co-ordination of programme preparation and implementation by Member States and United Nations agencies in the field of human resource development, to advise Member States and the Agencies concerned of progress made and difficulties encountered in the human resource development process, and to report annually to the General Assembly on results, proposals and new developments. For this purpose, request the Secretary-General to take into consideration, inter-alia, the following suggestions:

a) The focal point's responsibilities could be assigned to the UNDP because of the nature of its organization (funding agency) and the infrastructured prestige built around its human dimension effort, notwithstanding the fact that there are other organizations in the system which could undertake this role and realize an effective result;

b) It should monitor and advise Member States and United Nations Agencies on possible duplications in human resource development efforts in a given country, or region, with due respect to emphasis in priority sectors targeted by the Member States through development training efforts;

c) It should ensure the integration of trained personnel in this development process and that their expertise is properly utilized as an input for economic growth.

Recommendation 2

Human resource development activities in general and those executed by the United Nations system in particular should be more oriented towards the promotion of human fulfilment at the grass-root level, thereby ensuring that people whose labour is needed become willing and active participants in the development process, a sine qua non for the attainment of sustainable development and the objective of self-reliance.

Recommendation 3

Invite Member States to consider Human Resource Development and its integration in their development process as a permanent agenda item of the meetings of the Ad-Hoc Committee for the Fourth International Development Strategy (Res. 43/182). The criteria, the methodological approach, and all other aspects of the problem should be openly discussed by all parties concerned at length in this forum.